

A stylized white tree graphic is positioned on the left side of the page, set against a solid green background. The tree has a thick trunk that branches out into several smaller stems. The foliage is represented by a collection of white, elongated oval shapes and curved lines, creating a sense of movement and growth.

FOOD AND AGRICULTURE  
SECTOR GOVERNMENT  
COORDINATING COUNCIL

STRATEGIC PLAN  
2012-2015

January 31, 2012



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# a sTraTegiC foCus on resilienCe

Since 2004, the Food and Agriculture Sector Government Coordinating Council (FASGCC) has championed many security and resilience initiatives with its private sector partners and served as a model for what effective partnership and leadership can achieve. The FASGCC's Federal, State, local, tribal, and territorial (SLTT) leaders closely coordinate resilience efforts with owners and operators to protect the Nation's 2 million farms, 900,000 firms, and 1.1 million facilities in the Food and Agriculture Sector.

In the last seven years, the FASGCC has delivered tangible security benefits to its members and partners. Working on a voluntary basis with the private sector, the FASGCC conducted vulnerability assessments of various segments of the farm-to-table continuum, developed the Food and Agriculture Sector Criticality Assessment Tool (FASCAT) to assist States in prioritizing critical infrastructure, facilitated suspicious activity reporting, and hosted tabletop exercises and training to improve government and industry coordination.

To maintain this momentum in the face of an evolving threat landscape and growing time and budget constraints, the FASGCC embarked on a strategic approach to focus our resources on

activities that could have the greatest impact. This Strategic Plan outlines what members want to achieve as a council, and the highest priority activities for the council to tackle over the next three years.

## the SeCtOr PartnerShiP

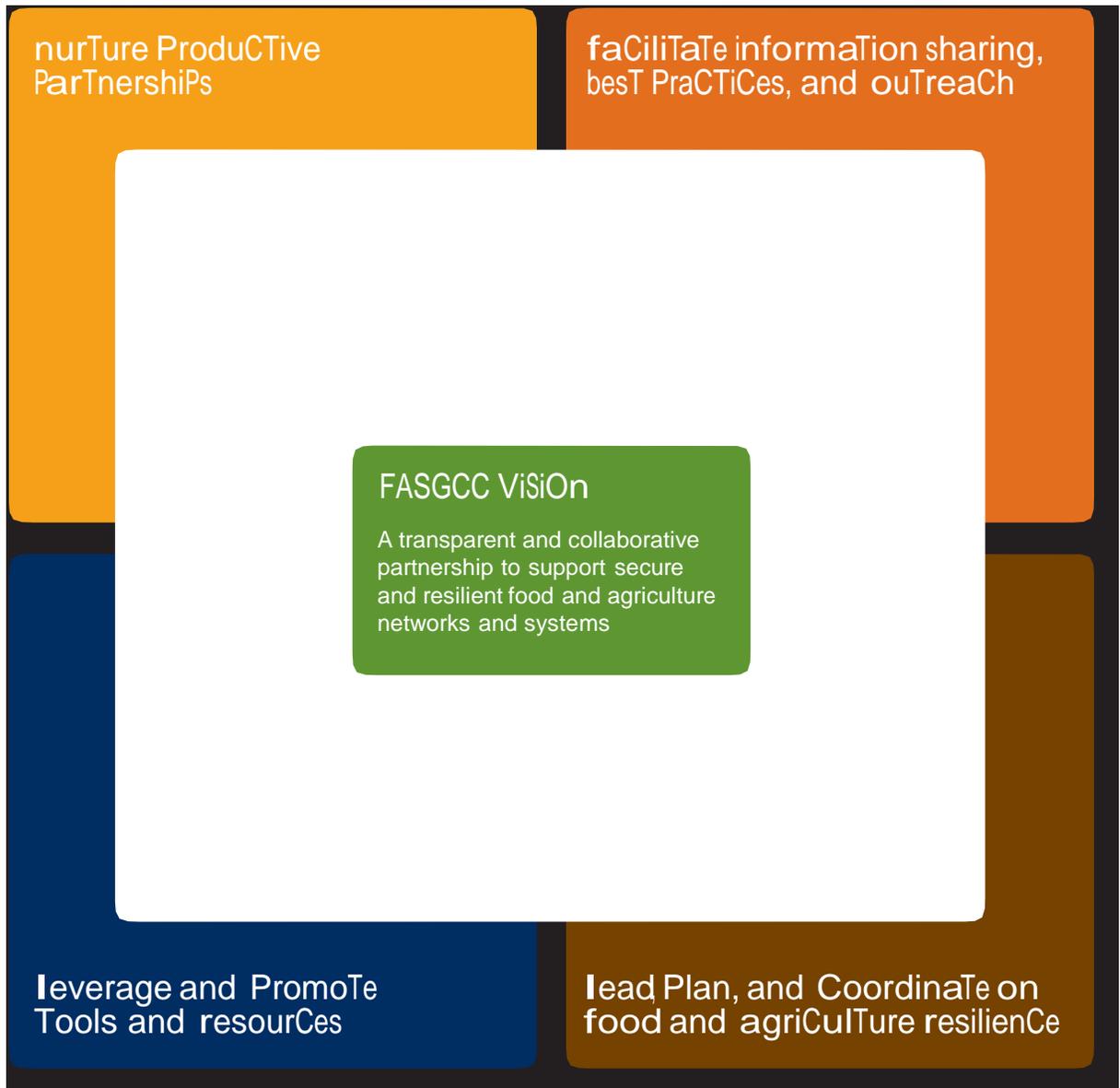
In 2003, Homeland Security Presidential Directive 7 identified Food and Agriculture as one of 18 Critical Infrastructure and Key Resources Sectors and laid out a model for government and private sector collaboration on security and resilience.

The FASGCC is a diverse partnership of Federal, State, local, tribal, and territorial government stakeholders committed to improving food and agriculture resilience. Working under the Critical Infrastructure Partnership Advisory Council (CIPAC), the FASGCC closely partners with the private sector through the corresponding Sector Coordinating Council (SCC) on assessments, training, and other security activities. It is led by the U.S. Food and Drug Administration and U.S. Department of Agriculture.

## FASGCC MeMber OrGAnizAtiOnS

American Association of Veterinary Laboratory Diagnosticians	National Association of County and City Health Officials	U.S. Department of Commerce
Association of Food and Drug Officials	National Association of State Departments of Agriculture	U.S. Department of Defense
Association of Public Health Laboratories	National Environmental Health Association	U.S. Department of Health and Human Services/Food and Drug Administration
Association of State and Territorial Health Officials	National Plant Board	U.S. Department of Homeland Security
Intertribal Agricultural Council	Southern Agriculture & Animal Disaster Response Alliance	U.S. Department of the Interior
Multi-State Partnership for Agriculture Security	State, Local, Tribal, and Territorial Government Coordinating Council	U.S. Department of Justice/ Federal Bureau of Investigation
National Assembly of State Animal Health Officials	U.S. Department of Agriculture	U.S. Environmental Protection Agency

figure 1. sTraTegiC goals



## developing The strategic Plan

Individuals from the FASGCC's 21 member organizations provided input over the course of several months to establish the *Strategic Plan*, the development of which was driven by a dedicated Strategic Planning Working Group. The Plan includes the following key components:

- FASGCC Vision—what the GCC hopes to achieve through its Strategic Plan
- FASGCC Mission—actions and roles it pursues to achieve the vision
- Value Proposition—how FASGCC participation provides value to members
- Strategic Goals—includes identified challenges and key enablers needed to achieve those goals
- Priority Activities—includes detailed work plans to jumpstart action

## vision and mission

The Food and Agriculture Sector Government Coordinating Council (FASGCC) was designed to bring together Federal, State, local, tribal, and territorial government leaders and give them a dedicated forum to collaborate on key aspects of their resilience efforts, which assist the private sector in defending Food and Agriculture Sector networks and facilities against all hazards, responding to incidents swiftly and effectively, and maintaining sector operation and security throughout and following an event. But the FASGCC cannot fulfill this role without first building a wide-reaching partnership that has effective mechanisms in place for communication, coordination, and information sharing. The FASGCC Vision reflects this two-fold aim of the FASGCC—building the mechanisms for a partnership that can then support prevention, detection, response, and recovery efforts in the sector:

### fasgCC vision

A transparent and collaborative partnership to support secure and resilient food and agriculture networks and systems

The FASGCC *Strategic Plan* recognizes not only the individual responsibilities of our members for sector resilience, but also our opportunity to strengthen the sector by continually working to improve the partnership. Developing the *Strategic Plan* gave members the opportunity to reflect on the council's intended role in maintaining and improving sector resilience. The mission reflects the specific actions and responsibilities the FASGCC assumes in contributing to the security and resilience of the Food and Agriculture Sector as a whole:

### fasgCC mission

Build a sustainable partnership of Federal, State, local, tribal, and territorial government leaders that work with our private sector partners to provide sector leadership, ensure communication, promote sector needs, and leverage tools and resources to identify, develop, and enable the use of risk-reducing measures that increase resilience

The FASGCC recognizes that it does not have the sheer manpower nor resources to act on all of the great ideas members bring forward. The *Strategic Plan* aims to set the FASGCC on a path to achieving long-term objectives by focusing the combined capabilities of the FASGCC on the most important near-term needs. Presented as eight Priority Activities (of equal weight), these actions are achievable and appropriate for the FASGCC, while showing great potential to make the FASGCC an invaluable resource for members and sector partners.

By no means does the FASGCC work alone to achieve a secure and resilient Food and Agriculture Sector. The Food and Agriculture Sector-Specific Plan, developed in partnership with the Sector Coordinating Council, includes both a sector-wide vision and high-level goals for the two councils (see Appendix B for the sector-wide vision statement). The FASGCC drew

heavily upon this planning resource in creating the separate but supportive vision and mission statements in this *Strategic Plan*. A *Strategic Plan* specific to the FASGCC can help members better articulate our role within this partnership and the detailed actions we can take to better meet the needs of sector partners.

## value ProPosiTiOn

As a member-driven organization, the FASGCC helps participating organizations fulfill their responsibilities and priorities while contributing to the overall sector mission. Engaged and committed members receive tangible benefits for the valuable time and resources they invest.

Members discerned five core benefits that motivate them to participate:

### **Network with Peers and Partners**

The FASGCC offers members direct access to experienced colleagues with shared responsibilities and priorities, building a knowledge base that members can draw upon in both steady state and incident response. Members leverage their FASGCC contacts to improve their sector knowledge and expertise, gain ideas and partners for future projects, and solve shared problems. Coordination outside the FASGCC offers members additional opportunities to interface with private sector partners and interdependent sectors.

### **Access Vital Information and Delivery Mechanisms**

The breadth of information and tools available from diverse FASGCC participants surpasses other information sources for members. The FASGCC serves as a critical forum for multi-directional communication among all levels of government. Members use this trusted network to distribute valuable information and tools to numerous and often non-traditional stakeholders, and share best practices from different perspectives. Members frequently exchange updated information and sector concerns that they can bring back to their

organizations to help improve programs and inform employees.

### **Provide a Unified Voice to Influence Policy and Planning**

Through the FASGCC, diverse State, local, tribal, and territorial agencies and organizations can share common concerns, limitations, and priorities and express them to the Federal Government with a unified voice. Partners provide honest feedback on impacts of Federal initiatives and help inform future planning efforts. The FASGCC can influence national homeland security policy with a common voice that represents the interests and concerns of the Food and Agriculture Sector and increases recognition and visibility of those concerns among senior leadership.

### **Leverage Funding Opportunities and Shape Programs**

Members bring varied expertise, capabilities, and funding opportunities to the table and use those resources to collectively set an agenda that helps organizations remain proactive and focused on real sector needs. Federal partners can leverage FASGCC expertise and input to enhance programs and activities and promote them back within the sector. Members share programs and initiatives from all levels of government, providing an opportunity to reduce unnecessary duplication of effort and connect the dots between Federal, State, local, tribal, and territorial initiatives and roles. Members are able to better identify sector needs, track progress, communicate successes, and address remaining gaps.

### **Provide Leadership and Make an Impact**

The FASGCC is designed to provide members with valuable resources and information they can take back to their employers, keeping organizations at the forefront of current events and knowledgeable about tools and capabilities. By increasing engagement, organizations can build their expertise in food and agriculture defense, become leaders of all-hazards activities, and improve their relevance to stakeholders.

figure 2. fasgCC value ProPositiOn





# nurTure ProduCTive ParTnershiPs



## goal 1

Maintain and improve mechanisms for robust intra-GCC collaboration and coordination and provide for engagement opportunities with the SCC, interdependent sectors, and other stakeholders.

## idenTified Challenges

**Well-balanced membership.** Maintenance and recruitment of a well-balanced membership has been a challenge for the FASGCC. While regular meetings held in the Washington, D.C. area draw a wide variety of Federal partners, the balance with State, local, tribal, and territorial stakeholders is often less evident. Without a better understanding of who needs to participate, what role they can play, and how to best engage them, the FASGCC cannot obtain the extensive membership it needs to provide the cross-government coordination that is unique to its organization. Better involvement from a distribution of government leaders will provide a greater understanding of stakeholder needs and the manpower needed to drive activities toward meeting those needs.

**Engaging with non-FASGCC partners.** FASGCC participation offers not only coordination with government stakeholders in the Food and Agriculture Sector, but also with government and private sector stakeholders in other sectors whose operations greatly affect food and agriculture processes, especially in times of crisis. Proactively meeting with the leadership of those sectors and finding opportunities for productive planning is a challenge. The Food and Agriculture Sector membership recognizes that we need to have a full

understanding of our interdependencies with other sectors and what vulnerabilities may exist.

**Regular non-crisis interaction.** Ongoing interaction and coordination with our SCC and other GCCs during steady-state operations allows us to maintain the communications channels that prove critical during emergency events and enable better preparedness actions.

## Key enablers of Priority aCTiviTies

The following pages provide component tasks, expected accomplishments, and expected benefits for two high-priority activities in this goal area. Many of the priority activities build on work done in other goal areas, and the following are key enablers of work in this area:

- Obtaining advance agendas for GCC or full sector meetings of interdependent sectors and developing or strengthening GCC chair contacts
- Completion of the member education and orientation package in Priority Activity 3
- Wide use of the slide deck (from Priority Activity 3) to educate prospective members on FASGCC value and benefits

## Priority activity 1

### Partner with interdependent sectors to improve understanding and work collectively toward common goals

**Lead:** DHS

**Support:** Additional volunteers with cross-sector interests

**Estimated Completion:**  
End of 2012

#### Component Tasks

- Invite SSA and SCC representatives/chairs from other relevant sectors (e.g., Emergency Services, Healthcare and Public Health, Water) to FAS meetings
  - Designate a representative from the FASGCC that attended external meetings to debrief on the key points at the next FASGCC meeting/conference call
- Get FASGCC representatives on the agenda of other sector's GCC and SCC meetings, as well as meetings of the cross-sector Federal Senior Leadership Council, by coordinating with co-chairs
- Designate a portion of the FAS newsletter to cover cross-sector issues and invite submissions from other critical sectors on relevant news
- Hold a meeting dedicated to multi-sector interdependencies with GCC and SCC participants
  - Plan joint meetings in coordination with other summits or conferences
- Plan a joint activity or tabletop exercise to test emergency response plans across sectors as well as roles within the sector
  - Design this to address state-level interdependencies if possible

#### Expected Accomplishments

Cross-sector information in each FASGCC newsletter issue	<i>Ongoing</i>
Representation at GCC meetings of each interdependent sector	<i>December 2012</i>
Multi-sector SCC/GCC meeting scheduled	<i>March 2012</i>
Joint tabletop exercise planned across multiple sectors	<i>Within 1 year</i>

#### Expected Benefits

- Understand the maturity and operations of other GCCs and learn from them
- Interact more closely with interdependent sectors to identify opportunities for partnership
- Open networks between interdependent sectors to not only build understanding of interdependencies, but determine how to proactively address them

#### Immediate Next Steps

- Review the After-Action Reports from previously conducted exercises of the FAS and other sectors, and begin using these as input for a joint exercise ([www.llis.gov](http://www.llis.gov) might be a good source of information)
- Host an interdependency summit with other critical sectors within 6 months to 1 year to benchmark current progress in emergency planning across sectors

## Priority aCTivity 2

### Expand SLTT participation and leadership within the FASGCC

**Lead:** Membership Support Working Group  
**Support:** National Environmental Health Association and GCC Secretariat  
**Estimated Completion:** Key tasks complete within 2 years

#### Component Tasks

- Name an SLTT co-chair to help elevate specific issues to the FASGCC leadership
- Directly engage Food Protection Task Forces at the State level, as well as DHS regional Protective Security Advisors (PSAs)
- Increase SLTT/regional attendance by scheduling meetings in varied locations across the country
  - Schedule half-day meetings and plan networking activities to build relationships
  - Make all presentations and materials available electronically during and after a meeting for remote participants
- Identify the organizations and State counterparts we want to participate in the FASGCC, the value and benefit of their participation, and a contact list for outreach

#### Expected Accomplishments

SLTT co-chair named	<i>Within 1 year</i>
Representatives from Food Protection Task Forces invited to attend each FAS meeting	<i>Within 1-2 years</i>
List of prospective organizations and partners to recruit	<i>Within 1 year</i>

#### Expected Benefits

- Gain greater participation from new members and coordination with current members
- Understand the real interests and needs of partners at an SLTT level
- Send the message that SLTT interests are a primary focus of the FASGCC

#### Immediate Next Steps

- Announce that the FASGCC is soliciting nominations for an SLTT Co-Chair
- Establish a Membership Support Working Group within the GCC



# faCiliTaTe information sharing, besT PraCTiCes, and ouTreaCh



## goal 2

Recognize and refine two-way flows of communication and information sharing with the full set of GCC partners: within the GCC, with the private sector, across interdependent sectors, and with the public.

## idenTified Challenges

**Making the FASGCC a valuable source of information.** The FASGCC has struggled with identifying a well-defined audience for Food and Agriculture Sector information, and has similarly struggled with collecting and sharing valuable tools and resources that are developed outside of the Federal system. It seeks to be a “go-to” partnership for information, tools, and resources that help members perform their jobs more effectively. A greater understanding of the audience is required, along with their information needs even during steady-state operations.

**Empowering new members.** Members face competing priorities for their limited time, so it is critical for them to be able to engage easily and quickly determine the concrete value from participation. Initial engagement can be difficult when members are unfamiliar with their role, or how to take meaningful action.

**More consistent communication mechanisms.** FASGCC members do not always know where to go for information they need and how to navigate

the multiple communication mechanisms available to them. Members and stakeholders currently lack a single, well-publicized location to access the FASGCC’s wealth of information and tools. Even long-participating members do not always know how to access information such as outreach and planning resources, contact information, and updates on FASGCC activities and programs.

## Key enablers of PrioriT y aCTiviTies

The following pages provide component tasks, expected accomplishments, and expected benefits for two high-priority activities in this goal area. Many of the priority activities build on work done in other goal areas, and the following are key enablers of work in this area:

- Meeting space and video/webinar capabilities to hold a new member orientation regularly
- Continual review and tracking of FASGCC accomplishments

### PrioriTy aCTiviTy 3

## Develop an education and orientation package for new FASGCC members

**Lead:** Information Sharing Working Grop

**Support:** Contract support

**Estimated Completion:**  
Within 2 years

#### Component Tasks

- Build on current orientation package drafts and revise them to deliver a user-friendly, integrated package of materials
- Develop a quarterly or biannual new member orientation held jointly with FASGCC meetings and schedule it in advance
  - Devote an hour to the basics of the FASGCC and its operations, either in person or through a webinar
  - Invite both new and current members
- Clarify the location of the existing centralized resource library (in coordination with Priority Activity 4) with the orientation package documents and update it regularly
- Develop a ready-to-go briefing slide deck (including template slides for customization) that communicates the purpose, vision, mission, goals, and accomplishments of the FASGCC

#### Expected Accomplishments

User-friendly membership package including:

- Charter, history, SAR, and SSP
- Value Proposition and Strategic Plan
- Member lists and contact directory
- Acronym list
- Map of information sharing mechanisms *Within 6 months*
- FASGCC one-page external outreach paper
- SSA overview
- Risk Reduction Toolkit (Priority Activity 5)

Two new member orientation sessions held *1-2 years*

Slide deck developed and presented to target audiences *1-2 years*

#### Expected Benefits

- Helps new members engage quickly and bridge the jump from observer to active participant
- Provides prospective members with the materials needed to demonstrate the value of FASGCC participation to their organizations
- Provides tools to educate several audiences (including policymakers and partners) on FASGCC mission and activities

#### Immediate Next Steps

- Examine current drafts and brainstorm how to increase usability (e.g., develop a story that explains the information sharing mechanisms)
- Support redesign of FASGCC orientation website to present an integrated and organized package that helps readers navigate the material
- Coordinate with the FoodSHIELD monthly training session to serve as an FASGCC orientation session access point

## Priority aCTivity 4

### Use available technology and web tools to deliver FASGCC news, resources, and information to a wide public and private sector audience

**Lead:** Information Sharing Working Group

**Estimated Completion:** 1 year

#### Component Tasks

- Ask partner agencies and associations to link to the FASGCC newsletter from their websites and directly ask readers to pass the newsletter on to colleagues
- Leverage information sharing environments such as the Homeland Security Information Network (HSIN) and FoodSHIELD and build on other established networks and distribution streams from partner organizations, tribal networks, etc. to deliver tools, resources, and related products to GCC and SCC members
- Use existing information sharing protocols, so as to familiarize GCC members with their function, applicability, and use
- Create a non-protected level of access (not requiring password authorization) on information sharing websites and use it to post the newsletter along with other FASGCC products
- Build a centralized resource, branded with the FAS logo, for collecting after-action reports from sector exercises, sharing best practices, and compiling lessons learned
- Request that newsletter readers sign in to HSIN to access additional material, and include “teasers” in the newsletter for more sensitive news information on the site

#### Expected Accomplishments

Number of people reading the newsletter consistently tracked and increasing from different organizations *Ongoing*

New HSIN users sign up through the newsletter *Within 1 year*

FASGCC news blurbs published in 3 other publications *Within 1 year*

#### Expected Benefits

- Provides members and partners with useful, relevant, and timely critical infrastructure protection information
- Attracts new members to HSIN and alerts current members when new information is added
- Provides a forum to publicize FASGCC activities and invite participation

#### Immediate Next Steps

- Identify other well-read sector publications and cross-sector newsletters and approach editors about sharing news blurbs
- Request that member organizations link to/distribute the FASGCC newsletter



# Leverage and Promote Tools and Resources



## goal 3

Use and promote research capabilities, sector knowledge, and existing tools and programs to strengthen sector resilience.

## Identified Challenges

**Tracking the resilience tools available to members.** A number of resilience tools and resources, whether developed by the FASGCC or its partners in infrastructure protection, are available to all stakeholders within the Food and Agriculture Sector. However, the FASGCC struggles to keep track of the capabilities, scope, and applications of each, and make that information current and available to FASGCC members.

**Leveraging tools from other organizations and sectors.** Several tools developed by DHS or other organizations may be applicable to the resilience needs and goals of the Food and Agriculture Sector. Those tools could be leveraged and broadened or refined to fit FASGCC member needs without duplicating efforts.

**Connecting with resilience information resources.** Formal information resources and relationships, designed specifically to improve the resilience of critical sectors, are not being fully leveraged by FASGCC members.

Identifying critical points of contact, engaging those organizations in FASGCC operations, and connecting members with organizations such as fusion centers and Protective Security Advisors, will help FASGCC members take advantage of the resources available to them.

## Key enablers of Priority Activities

The following pages provide component tasks, expected accomplishments, and expected benefits for two high-priority activities in this goal area. Many of the priority activities build on work done in other goal areas, and the following are key enablers of work in this area:

- Assistance from the private sector and other critical sectors in identifying cross-sector tools relevant to FASGCC members
- Fusion center contacts familiar with the Food & Agriculture Sector and/or Protective Security Advisors (PSAs) that can help members navigate fusion center relationships

## Priority aCTivity 5

### Define the Risk Reduction Toolkit and Process for FASGCC members and partners

**Lead:** Criticality Working Group

**Support:** Florida Department of Agriculture and Consumer Services and FDA Food Defense Oversight Team

**Estimated Completion:** Within 2 years

#### Component Tasks

- Define current FASGCC tools and programs using the NIPP Risk Management Framework as a guide
  - Identify for which level of government the tool is appropriate, the goals of the tool, and contact information for members to get more information
- Identify available tools and resources relevant to certain interest groups, regions, tribal organizations, etc.
- Refine and maintain FASCAT as a primary tool within the sector
- Based on available tools, develop an FAS Risk Reduction Process that member organizations can use as a guide to following the NIPP Risk Management Framework
- Hold webinars and regional workshops and use other communication mechanisms to educate on what tools and resources are available and increase their utilization
  - Consider developing training for select tools
- Identify gaps along the NIPP Risk Management Framework process where tools and programs do not exist and use this list to inform new programs as they are developed

#### Expected Accomplishments

Creation of an FASGCC “Risk Reduction Toolkit” and related descriptions of component tools and resources *1 year*

Webinar/workshop held to publicize Toolkit *1 year*

Identified gaps in the Risk Management Framework where new tools and programs are needed *1-2 years*

#### Expected Benefits

- Increased mileage of FASGCC-supported tools and programs by expanding use
- A holistic risk management approach for FASGCC members

#### Immediate Next Steps

- Task the Criticality Working Group with examining relevant tools and programs available to the Food & Agriculture Sector to help improve sector resilience

## PrioriTy aCTiviTy 6

### Engage SLTT partners in strengthening regional coordination

**Lead:** Membership Support Working Group  
**Support:** Southern Agriculture & Animal Disaster Response Alliance; Multi-State Partnership for Security in Agriculture  
**Estimated Completion:** 2-3 years

#### Component Tasks

- Examine current models for regional associations and adapt best practices to encourage increased regional coordination within the FASGCC and wth regional private sector partners
- Provide access to Protective Security Advisor (PSA) and fusion center points of contact on HSIN and encourage PSA leadership within the GCC to promote information sharing
- Work in the FASGCC as a whole and through regional coordination groups to better define specific Food and Agriculture Sector information needs, in coordination with the private sector
- Engage appropriate fusion center contacts to inform them of sector information needs and facilitate the flow of threat and situational awareness information from fusion centers to FASGCC members
- Test the executive notification system through these new relationships and determine its effectiveness
- Identify gaps in protocols or relationships based on the outcome of the executive notification system test

#### Expected Accomplishments

Increased regional coordination and participation among SLTT members	1 year
Relevant fusion center and PSA contacts identified and engaged	2 years
One test on the executive notification system completed	2-3 years

#### Expected Benefits

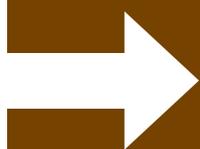
- Increased awareness of FAS-specific information needs at the regional, State, local, tribal, territorial, and Federal levels
- Tested network of contacts to call upon in a food and agriculture emergency
- Improved threat information sharing at the SLTT level

#### Immediate Next Steps

- Invite PSAs to lead engagement with the FASGCC to clarify how fusion centers operate, facilitate access through PSAs to Federal information, and help push information up to the Federal level
- Work with regional partners (especially support identified for this Priority Activity) to examine how the FASGCC can take a regional approach to better engagement



# Lead, Plan, and Coordinate on food and agriculture sector resilience



## goal 4

Lead efforts across all levels of government to ensure activities are coordinated, easily shared with the private sector, and look forward to meet future needs.

## Identified Challenges

**High-level leadership and buy-in.** Members are reluctant to commit to promising projects without recognition and buy-in from high-level leaders and policymakers. Increased participation and shared information from the FASGCC can help to promote members' needs within the government leadership to help ensure critical efforts receive the policy support and resources necessary to be successful.

**Mechanism to track and report on progress.** A critical component of attracting new members and encouraging new efforts is the ability to track progress of past work and communicate those accomplishments to a wide audience. Without a clear mechanism or set of metrics to track progress, it is difficult for the sector to communicate its successes and build on those achievements going forward. Members can easily lose momentum or support for critical efforts

without the ability to demonstrate progress and value in a meaningful way.

## Key enablers of Priority Activities

The following pages provide component tasks, expected accomplishments, and expected benefits for two high-priority activities in this goal area. Many of the priority activities build on work done in other goal areas, and the following are key enablers of work in this area:

- Engaged members who are willing to take on leadership roles
- Administrative support to working groups
- Consistent reporting from FASGCC working groups and members
- Recognition of the importance of tracking key metrics

## Priority aCTivity 7

### Expand the FASGCC hierarchy and leadership roles

**Lead:** Membership Support Working Group

**Support:** Contract support

**Estimated Completion:**  
1-2 years

#### Component Tasks

- Identify primary point-of-contact members that can help partners with specific interests (e.g., environmental health, food regulations, labs) to connect to the FASGCC, find relevant resources, and bring attention to specific needs and interests in these areas
- Ask association members to self-identify a primary contact person to the FASGCC
- Form working groups or subcommittees on FASGCC Priority Activities
- Assign leadership roles to primary point-of-contact members and working group chairs that enable decision making and progress without direct involvement from FASGCC chairs
- Request that all members join a working group or special interest group to increase engagement

#### Expected Accomplishments

FASGCC special interest groups identified and their primary point-of-contact member chosen *1-2 years*

Formation of the Metrics Working Group and Membership Support Working Group; tasking of the Information Sharing Working Group and Criticality Working Group *Within 1 year*

#### Expected Benefits

- Increased autonomy within FASGCC groups to make progress without top leadership approval
- Clear opportunities for members to engage in activities of interest
- Acceleration of Priority Activities

#### Immediate Next Steps

- Examine which special interest groups exist within the FASGCC
- Determine whether working groups can be formed around those special interests to take on FASGCC activities

## Priority aCTivity 8

### Formalize a process to track progress and report accomplishments

**Lead:** Metrics Working Group

**Support:** DHS Office of Infrastructure Protection (to be coordinated with NIPP metrics and PPD-8 metrics)

**Estimated Completion:** 1-2 years

#### Component Tasks

- Develop a template for sharing successes, case studies, best practices, and lessons learned, and promote it to members and working groups
- Develop a repository (in coordination with Priority Activity 4) for sector accomplishments, case studies, and success stories
- Identify meaningful metrics to gauge sector progress and determine project-specific metrics whenever new efforts begin
  - Determine how to measure progress for accomplishments that can't be measured with hard data
- Use the newsletter, website, and other outreach products to report on incremental progress
- Leverage those incremental reports when compiling information for the Sector Annual Report

#### Expected Accomplishments

Monthly success stories or progress reports in each newsletter	<i>Within 1 year</i>
Template for case studies/success stories/best practices/lessons learned developed	<i>Within 1 year</i>
Success stories shared through new member orientation package, in briefing slide deck, and in the Sector Annual Report	<i>1-2 years</i>

#### Expected Benefits

- Reinforces the value of FASGCC participation, products, and tools
- Promotes FASGCC accomplishments and projects to sector leadership, policymakers, and funding organizations
- Encourages continued participation in risk reduction activities

#### Immediate Next Steps

- Compile currently available success stories
- Use those successes to develop a template for reporting project progress and case studies
- Identify recent successes that should be documented and reported in FASGCC newsletter or outreach products



# imPlemenTation of The fasGCC sTraTegic Plan

The success of the FASGCC Strategic Plan will be measured by the ability of the council to use it to effect positive and tangible improvements in the protection and resilience of the Food and Agriculture Sector. The FASGCC called for a concise, easily communicated plan to guide focused action over the next three years and produce demonstrable results. To achieve this, the Strategic Plan lays out eight Priority Activities, along with detailed work plans, that will help the FASGCC accomplish its four main goals.

The work plans include the detailed tasks, expected accomplishments and their target dates for completion, as well as expected benefits for FASGCC members. They are designed to guide collective efforts over the next three years and provide high-level metrics to begin measuring progress. In addition, each of the work plans includes immediate next steps to jumpstart action.

Transforming the Strategic Plan from a document into action will require these steps:

## **Task working groups and form new working groups where appropriate**

Many of the activities within the Strategic Plan call for solving difficult, longstanding problems. The majority of the Priority Activities call for creating a new working group to tackle the activity or assigning an existing working group to lead the charge. Establishing a number of interested and engaged individuals within the working group to lead specific tasks will help to maintain enthusiasm, distribute the workload, and keep tasks on track.

## **Tackle immediate next steps within the first three months**

Once working groups are formed or assume their assignments from the Strategic Plan, they can begin work on the immediate next steps, which are designed to be achievable within three months and produce near-term results that build confidence and momentum.

## **Carry out Priority Activity work plans and track progress**

The crux of Strategic Plan implementation is carrying out the Priority Activity work plans. They outline specific tasks for the assigned working groups to tackle, and the expected accomplishments provide high-level metrics to begin tracking progress. Priority Activity 8 calls for a formal method to track FASGCC progress, which the working groups can then use to track future achievements on Strategic Plan activities.

## **Review achievements and reassess goals every two years**

The Strategic Plan is designed to be a fluid document. As component tasks and related priority activities are accomplished and FASGCC priorities and needs evolve, the FASGCC will review its needs and redirect work toward new priorities. The FASGCC plans to review and revise the Strategic Plan every two years to ensure the document maintains relevancy and effectiveness in guiding FASGCC efforts.





# Appendix a. Strategic Plan development Process

A series of facilitated meetings and conference calls carried the Food and Agriculture Sector Government Coordinating Council (FASGCC) through a three-step process that culminated in the development of the 2012-2015 FASGCC Strategic Plan. As a forward-looking council, the FASGCC regularly dedicates portions of its FASGCC quarterly meetings to strategic planning. As such, the development of the Strategic Plan grew out of a needs assessment in prior strategic planning sessions.

## 1. defining The value Proposition

On July 28, 2010, the FASGCC met for a half-day strategic planning session to review the benefits, costs, and value that it delivers to members and other external stakeholders. This resulted in the development of its Value Proposition, completed in September 2010. By identifying the value the FASGCC can provide to members, the discussion also began to examine areas where the FASGCC could improve to better deliver on its Value Proposition.

## 2. designing an engagement Plan

On October 27, 2010, the FASGCC met for another half-day strategic planning session to revisit the Value Proposition and identify a few immediate next steps for increasing member engagement. This included an examination of obstacles and challenges the FASGCC faces, and potential activities to overcome those obstacles. The FASGCC published its Value Proposition and Engagement Plan in December 2010, which identified as an immediate next step: Using the

Engagement Plan as a starting point for the development of a three- to five-year Strategic Plan.

## 3. developing The strategic Plan

The FASGCC invited all interested members to form a new Strategic Planning Working Group. With limited time or resources to meet in person, Strategic Planning Working Group members dedicated an hour and a half each to a series of six monthly conference calls beginning in April 2011. Building off of the guidance in the Engagement Plan, members were able to achieve the following in the first three conference calls:

- Review existing planning documents for the sector and guidance for the FASGCC role to develop an FASGCC-specific vision and mission for the Strategic Plan
- Develop four core goals for the FASGCC based on its mission and Value Proposition
- Begin to define challenges and needed activities in each of the goal areas

On June 23, 2011, the FASGCC convened a half-day strategic planning session to gain buy-in on the vision, mission, and goals, then compile and prioritize a list of activities the FASGCC wished to undertake under each goal. In the remaining three conference calls, the Strategic Planning Working Group developed Priority Activity work plans under each goal and began drafting and reviewing the Strategic Plan text.

The Strategic Planning Working Group presented the draft Strategic Plan to the full FASGCC at its September 21-22, 2011, GCC Meeting in Atlanta, Georgia. It was further refined and approved on December 14, 2011.

# aPPendix b. food and agriCuLTure Planning resourCes

The Food and Agriculture Sector Government Coordinating Council consulted multiple planning resources during the development of this *Strategic Plan*, including the following:

## 2010 Food and Agriculture Sector-Specific Plan

Each of the 18 Critical Infrastructure and Key Resources Sectors are required to develop a public-private *Sector-Specific Plan*. The plan outlines the sector's goals, activities, and accomplishments following the *National Infrastructure Protection Plan Risk Management Framework*. The FASGCC consulted the public-private sector vision and high-level goals of the sector in developing its *Strategic Plan*.

Access at: <http://www.dhs.gov/xlibrary/assets/nipp-ssp-food-ag-2010.pdf>

## FOOd And AGriCuLTure SeCtOr ViSiOn StAtEmEnt FRom the SSP

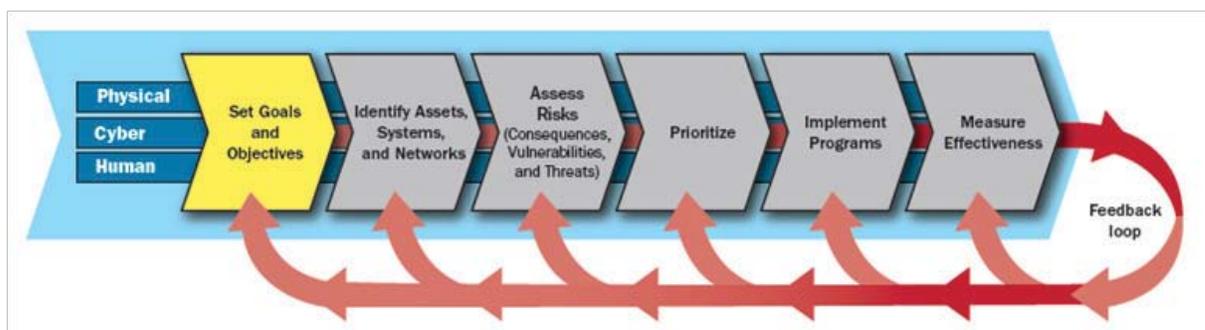
The Food and Agriculture Sector acknowledges the Nation's critical reliance on food and agriculture. The sector will strive to ensure that the Nation's food and agriculture networks and systems are secure, resilient, and rapidly restored after all-hazards incidents. Public and private partners aim to reduce vulnerabilities and minimize consequences through risk-based decision making and effective communication.

## National Infrastructure Protection Plan and Risk Management Framework

The *National Infrastructure Protection Plan* provides the unifying structure for the integration of a wide range of efforts for the enhanced protection and resilience of the Nation's Critical Infrastructure and Key Resources Sectors. It outlines the purpose of the SCCs and GCCs

and the roles of each. It also provides a Risk Management Framework, shown below, for each sector to follow. This Risk Management Framework will provide the basis for organizing the Risk Reduction Toolkit in Priority Activity 5.

Access at: [http://www.dhs.gov/xlibrary/assets/NIPP\\_Plan.pdf](http://www.dhs.gov/xlibrary/assets/NIPP_Plan.pdf)



# aPPendix C. aCronyms

<b>CIPAC</b>	Critical Infrastructure Partnership Advisory Council
<b>DHS</b>	U.S. Department of Homeland Security
<b>FASCAT</b>	Food and Agriculture Criticality Assessment Tool
<b>FASGCC</b>	Food and Agriculture Sector Government Coordinating Council
<b>FDA</b>	U.S. Food and Drug Administration
<b>GCC</b>	Government Coordinating Council
<b>HSIN</b>	Homeland Security Information Network
<b>NIPP</b>	National Infrastructure Protection Plan
<b>POC</b>	point of contact
<b>PSA</b>	DHS Protective Security Advisor
<b>SAR</b>	Sector Annual Report
<b>SCC</b>	Sector Coordinating Council
<b>SLTT</b>	State, local, tribal, and territorial
<b>SLTTGCC</b>	State, Local, Tribal, and Territorial Government Coordinating Council
<b>SSA</b>	Sector-Specific Agency
<b>SSP</b>	Sector-Specific Plan
<b>USDA</b>	U.S. Department of Agriculture